

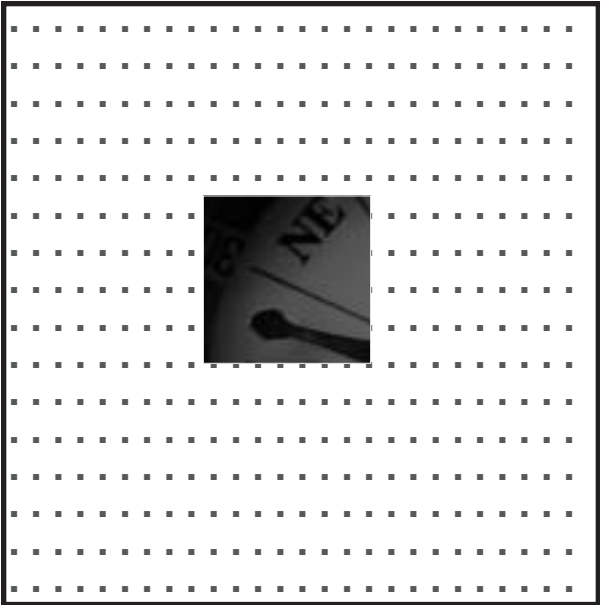
# Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



## **PUBLIC SAFETY MISSION STATEMENT**

“To provide a safe and secure community through coordinated, efficient and effective, professional, courteous, public safety services.”



## Public Safety *Component*

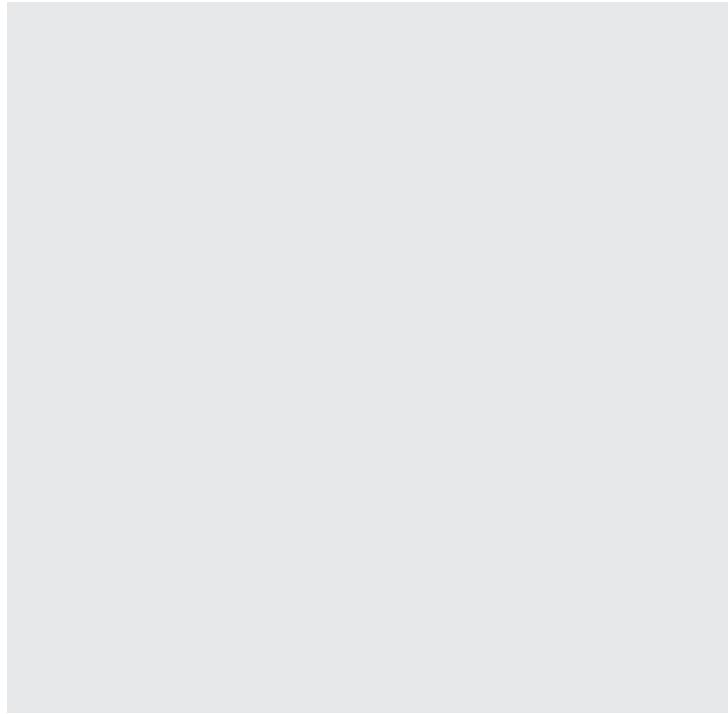
MIAMI-DADE COUNTY STRATEGIC PLAN

# Introduction



The Public Safety Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.

This section provides more detailed information on the County's Public Safety Strategic Area component of the Miami-Dade County Strategic Plan.



## Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

# Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve public safety service delivery as well as the strengths and weaknesses of our County government to meet these challenges. The most significant public safety trend has been the decline in the crime rate in recent years. Over the period 1996—2002:

- Larceny decreased 33 percent
- Violent crimes decreased 44%
- Youth gun deaths decreased 48%
- Burglary cases decreased 42%

Public safety services have also been impacted by the consistent growth in the region's population. This has been one factor in the growing number of emergency and non-emergency calls to the

911 system. Finally, the issue of homeland security has emerged as a major issue since the terrorist attacks on September 11, 2001. Local, state and federal government collaboration has grown to address threats to homeland security given Miami-Dade County's large airport and seaport, and proximity to the ocean.

## PUBLIC SAFETY STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

### STRENGTHS

A major strength is the emphasis on professionalism in Miami-Dade County's public safety departments. Specific examples include an executive development program in the Corrections and Rehabilitation Department, highly defined procedures and protocols at the Miami-Dade Police Department, and a nationally recognized Medical Examiner's Office. Public safety departments also have a positive image in the community and utilize innovative technologies to accomplish their missions.

### CHALLENGES

There is concern regarding some internally focused challenges such as the coming retirement of several key leaders and other employees currently enrolled in the Deferred Retirement Option Program (DROP). In addition, recent legislation which calls for state control of the court system, creates uncertainties for Miami-Dade County employees as well as challenges for budgeting and resource allocation.

In addition, crime trends may be influenced by Miami-Dade County's increasing level of poverty. Since 1983 Miami-Dade County per capita income has been lower than the state and national averages and the gap is growing. Miami-Dade

County ranks number 5 in total poverty among large counties nationwide and the rate has increased steadily over the last 30 years.

Public safety departments also have to plan for natural disasters and the growing threat of terrorism. The impact on our community of Hurricane Andrew in 1992 as well as the overall impact across the nation after the terrorist attacks on the World Trade Center in 2001 have increased the importance of planning for such events in the future to ensure residents needs are addressed and are protected from harm.

### WEAKNESSES

The poor condition of facilities across Miami-Dade County, especially correctional facilities, was identified as a major weakness. Some jails are out of compliance with several building safety codes and the space available for administrative personnel often is not sufficient.

### OPPORTUNITIES

With growing populations in Miami-Dade, Broward, and Palm Beach Counties, there are substantial opportunities to collaborate in several public safety matters, particularly in homeland security. In addition, with incorporation taking place within Miami-Dade County, public safety departments have an opportunity to market their services to new municipalities.



# Public Safety Component

MIAMI-DADE COUNTY STRATEGIC PLAN

## Goals



### GOAL

**EFFECTIVELY  
PROVIDE THE  
NECESSARY AND  
APPROPRIATE  
TECHNOLOGY,  
BUILDINGS,  
EQUIPMENT AND  
PEOPLE FOR  
DELIVERY OF  
QUALITY SERVICES  
NOW AND IN  
THE FUTURE**

Planned enhancements to computer-aided dispatching are anticipated to decrease response times for police, fire fighters and other first responders to

emergencies. While Miami-Dade police maintains an average response time of less than 5 minutes for emergency calls, fire response times have tended to be higher. Additional information sharing and improved data reporting mechanisms generated by new technologies will improve decision-making and inter-

more important than ever as communities across the nation focus on homeland security.

As our community continues to grow, it is important to ensure that infrastructure for our public safety agencies are sufficient and timely, especially in the developing areas.



#### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate UMSA's emergency response time?</i>	64%	Good
	22%	So-So
	14%	Poor
<i>How do you rate the UMSA police at preventing property crimes?</i>	46%	Good
	34%	So-So
	20%	Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Public safety facilities and resources built and maintained to meet needs (<i>priority outcome</i>)</p> <p>Reduced response time (<i>priority outcome</i>—includes reduced response time in agricultural areas)</p> <p>Reduction in property loss and destruction (<i>priority outcome</i>)</p>	<ul style="list-style-type: none"> <li>■ Plan for and provide appropriate and necessary facilities to meet demand, including additional facilities in agricultural areas</li> <li>■ Offset loss of personnel due to the Deferred Retirement Option Program (DROP) and increase qualified applicants for recruitment by increasing contact with citizens and increasing advertising through various media</li> <li>■ Coordinate planning among and between public safety agencies to enhance the effectiveness of existing facilities and infrastructure plans</li> <li>■ Develop and implement an integrated public safety information technology plan</li> <li>■ Use computer-aided technology-enhanced dispatching and mobile computers on public safety vehicles with geographical positioning system capability to reduce response time</li> <li>■ Update existing 911 computer-aided-dispatching hardware and software including cellular call technology</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of capital program improvement milestones met on schedule</li> <li>■ 5% reduction in police response time within two years</li> <li>■ Achievement of police response time of under 10 minutes 80% of the time in agricultural areas</li> <li>■ Within the Urban Development Boundary (UDB), from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within six minutes 80% of the time</li> <li>■ Outside the UDB, from time dispatch receives life threatening calls from 911, reduce average fire rescue response time to arrive within eight minutes 80% of the time</li> <li>■ 10% reduction in property loss rate</li> <li>■ 100% compliance with national standards for 911 located callers in the next two years</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
<p>Improved Homeland Security Preparedness (priority outcome)</p> <p>Expanded ability to shelter the public in response to large scale public emergency events</p>	<ul style="list-style-type: none"> <li>■ Coordinate terrorism planning and preparedness</li> <li>■ Train and equip first responders for a terrorist attack</li> <li>■ Protect critical infrastructure including cyber infrastructure from acts of terrorism</li> <li>■ Continually maintain an inventory of all facilities in the County with the potential for dual use in providing emergency event shelter, including identification of required infrastructure upgrades</li> <li>■ Increase the number and capacity of shelters by establishing additional neighborhood shelters, including infrastructure upgrades required for dual use as an emergency event shelter</li> </ul>	<ul style="list-style-type: none"> <li>■ Development of a comprehensive plan for homeland security</li> <li>■ Increased number of public emergency shelter spaces from 72,000 to 82,000 in 3 years</li> </ul>
<p>Easy and coordinated access to information by Departments and service delivery partners to promote more effective programs and results</p>	<ul style="list-style-type: none"> <li>■ Enhance systems and technology for management reporting and to share information among agencies</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of internal users and service delivery partners satisfied or very satisfied with information availability</li> </ul>





**PROVIDE COMPREHENSIVE AND HUMANE PROGRAMS FOR CRIME PREVENTION, TREATMENT AND REHABILITATION**

Investment in anti-drug programs, aggressive intervention with juvenile offenders, and anti-recidivism programs are valuable, proactive tools being used to reduce crime throughout the County. The Miami-Dade County Juvenile Assessment Center, that became operational in September 1997, and serves as central intake, assessment and referral site for arrested juveniles; as well as a central repository for finger print and other juvenile arrest data. In addition,

Miami-Dade County has implemented a number of other programs, including:

- Juvenile Curfew Ordinance program as well as anti-truancy programs
- Enrolling students in elementary and middle schools in the Drug Abuse Resistance Education Program (DARE)
- Gang Resistance Education and Training provided to 7th graders

■ The Police Explorer Program, which introduces youths aged 14 through 18 to law enforcement; program activities are designed to build character, promote fitness, and provide citizenship training

■ The Police Athletic League (PAL) Program, which provides youth an opportunity to interact with police officers in the context of healthy athletic competition

■ The “Jail is Hell” program targeting grades 5 through 12, provided by the Corrections Department

■ The Drug Court program, administered by Judicial Administration

**2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS**

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate the UMSA police at preventing violent crimes?</i>	58%	Good
	26%	So-So
	17%	Poor
<i>How safe do you feel walking alone in your neighborhood during the evening?</i>	32%	Quite Safe
	34%	Safe
	33%	Unsafe

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Strengthened Juvenile Assessment Center <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Improve coordination and number of contacts with schools, recreation programs, etc., to educate youth on self worth and the consequences of negative behavior, focusing on programs with built-in evaluation measures or research-based measures of success</li> <li>■ Increase information availability regarding the Juvenile Assessment Center and available juvenile support services</li> <li>■ Increase access to information for juvenile treatment and assessment providers</li> </ul>	<ul style="list-style-type: none"> <li>■ 10% reduction in juvenile crime rates</li> <li>■ Reduction in rate of re-institutionalization of offenders processed through the Juvenile Assessment Center</li> </ul>
Reduced number of people revolving through the court system/recidivism	<ul style="list-style-type: none"> <li>■ Provide programs and services targeted to reduce recidivism, including offender transitioning, drug-rehabilitation, mental health treatment facilities, etc. (Coordinate with Health and Human Services)</li> </ul>	<ul style="list-style-type: none"> <li>■ 3% reduction in Murder, Robbery, Forcible Sex Offenses, Aggravated Assault, Burglary, Larceny, and Auto Theft crimes</li> <li>■ 5% reduction in rate of re-institutionalization</li> </ul>
Reduced substance-abuse related incidents	<ul style="list-style-type: none"> <li>■ Expand current anti-drug programs in schools and provide drug rehabilitation assistance/programs in targeted schools (Coordinate with Health and Human Services)</li> <li>■ Expand adult drug education program</li> <li>■ Enhance drug court program</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction in drug-related incidents</li> </ul>
Quicker deployment of information to recover missing and abducted children and enhanced community awareness for prevention of child abuse and abduction	<ul style="list-style-type: none"> <li>■ Expand education and outreach for prevention of child abuse</li> <li>■ Improve distribution of information/images regarding missing children</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of residents aware of child identification program</li> <li>■ Deployment of information to major set of criteria-based pre-defined recipients within 60 minutes of a reported missing and abducted child</li> </ul>



# GOAL

## IMPROVE THE QUALITY OF SERVICE DELIVERY THROUGH COMMITMENT TO ONGOING EMPLOYEE TRAINING

The County's sworn officers and civilian personnel are the primary resources for fighting crime and protecting the public from harm. To maintain high levels of excellence, public safety agencies must aggressively train employees in ethics and work with other Miami-Dade County departments to ensure that

available training programs meet their needs.

The Miami-Dade Police Department is internationally accredited since 1993, with the latest re-accreditation in 2004. The Fire Rescue and Corrections Departments are currently pursuing accreditation.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Professional and ethical public safety staff; minimal occurrence of public safety corruption incidents	<ul style="list-style-type: none"><li>■ Coordinate with Employee Relations Department to provide ethics training throughout public safety departments on an ongoing basis</li><li>■ Ensure close supervisory oversight to reduce incidents of public safety corruption</li><li>■ Ensure that all public safety departments are accredited</li></ul>	<ul style="list-style-type: none"><li>■ 100% compliance with applicable accreditation standards, including ethics standards</li></ul>
Reduction in the use of lethal technology where appropriate	<ul style="list-style-type: none"><li>■ Update research and training on use of non-lethal technology</li></ul>	<ul style="list-style-type: none"><li>■ Increase in the use of non-lethal technology over the next two years</li></ul>



## STRENGTHEN THE BOND BETWEEN THE PUBLIC SAFETY DEPARTMENTS AND THE COMMUNITY

Miami-Dade County's ability to cooperate with community organizations is an important ingredient for ensuring the public's safety. Expanding outreach and educational programs could strengthen community awareness of crime information resources and increase the number of residents volunteering in anti-crime initiatives like neighborhood watch programs. Empowering citizens to assist, especially during time of disasters, reduces demand on critical County resources.

While the diversity of Miami-Dade County's population presents many communication challenges, several outreach initiatives have been implemented. Community Policing Units have been established in every police district to further promote the community oriented policing philosophy. The Miami-Dade Police Department also provides a 12-week citizens educational program through the Citizen Police Academy.



### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES	
<i>How do you rate the ease of access to UMSA police?</i>	64%	Good
	24%	So-So
	11%	Poor
<i>How do you rate the courtesy of the UMSA police officers?</i>	56%	Good
	28%	So-So
	16%	Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased community awareness of information resources and involvement opportunities (priority outcome)	<ul style="list-style-type: none"> <li>Continually solicit coordinated community input and feedback through public safety or Miami-Dade County outreach events and forums</li> <li>Determine and evaluate types of information desired by the public</li> <li>Review existing information forums to coordinate dissemination</li> <li>Enhance existing sources of information and input including web access, etc</li> <li>Educate the public regarding existing and enhanced sources of information and input</li> <li>Enhance public access to information on individuals in custody of the public safety system</li> <li>Improve dissemination of information regarding victims rights and the court's processes</li> </ul>	<ul style="list-style-type: none"> <li>80% of community aware of available information sources</li> <li>Increase in amount of coordinated and formalized community input and feedback</li> <li>Increased level of community customer satisfaction with public safety services</li> <li>Within 3 to 5 years, 80% of community aware of resources for individuals in custody</li> </ul>
Increased involvement of individuals who want to give back to the community	<ul style="list-style-type: none"> <li>Identify and match volunteers to appropriate opportunities</li> <li>Promote Community Oriented Policing concepts countywide</li> <li>Incorporate the services of the County's Community Relations Board with grass-root initiatives concerning public safety</li> <li>Increase involvement of Neighborhood Crime Watch groups</li> </ul>	<ul style="list-style-type: none"> <li>25% increase in the number of volunteers over 3 years</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Resident and visitor safety awareness and preparedness for all segments of the community	<ul style="list-style-type: none"> <li>■ Target fire and life safety programs to culturally diverse audiences by offering all programs in English, Spanish and Creole</li> <li>■ Maximize partnerships in community to perform outreach through billboards, advertisements, media to promote current services and educate public</li> <li>■ Provide Community Emergency Response Team training (CERT) for employees and the public, including terrorism response</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of community aware of major safety prevention initiatives and approaches</li> </ul>
Increased awareness of appropriate 911 usage	<ul style="list-style-type: none"> <li>■ Improve community knowledge of 911 in concert with the implementation of the 311 Answer Center and through outreach education, including defining “emergency” versus “non-emergency”</li> </ul>	<ul style="list-style-type: none"> <li>■ 5% reduction in the number of non-emergency calls dialed into the 911 system</li> </ul>



# GOAL

**IMPROVE PUBLIC SAFETY THROUGH THE USE OF COMMUNITY PLANNING AND THE ENFORCEMENT OF QUALITY OF LIFE ISSUES**

## 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Miami-Dade County provides a safe, quality neighborhood</i>	45% Agree 35% Neither Agree nor Disagree 20% Disagree

Neighborhood aesthetics and the use of certain community design principles could help reduce crime. Combatting graffiti and aggressive litter control enhance a community's image and thus discourage petty crime. In

addition, the use of *Community Planning Through Environmental Design Standards* in planning new residential communities can create environments that naturally discourage crime.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Safer communities through planning, design, maintenance and enforcement	<ul style="list-style-type: none"><li>■ Coordinate with Building and Planning and Zoning Departments regarding community design as communities are planned (Coordinate with Neighborhood and Unincorporated Municipal Area Services)</li><li>■ Work with communities and industry groups to improve designs to reduce crime</li><li>■ Proactive calls by County employees for situations that need abatement</li></ul>	<ul style="list-style-type: none"><li>■ 80% of new homes and developments developed using CPTED (Community Planning Through Environmental Design) standards within 10 years</li></ul>
Eradication of unwanted animals from public streets	<ul style="list-style-type: none"><li>■ Increase voluntary compliance with animal control regulations through education and canvassing initiatives and the promotion of low cost neutering, etc.</li><li>■ Remove nuisance and dead animals from neighborhoods, including feral cats, dogs, etc., in a timely manner</li></ul>	<ul style="list-style-type: none"><li>■ 5% increase in the number of dogs licensed per year</li></ul>



## Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

# Development Process



The development of the Strategic Area Plan for this strategic area included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

**Carmen Caldwell**  
*Executive Director*  
Citizen's Crimewatch of  
Miami-Dade County

**Caesar Carbana**

**Stan Hills**  
Miami-Dade County  
Association of Firefighters

**Frank Irizarry**

**Monique Kennedy**

**Patricia Lightfoot**  
Citizens Advisory Council

**J. Porter McClean**

**Rafael Marques**

**John Rivera**  
*President*  
Police Benevolent  
Association

**Alfred Toussaint**

**Barry White**

**Nathaniel Wilcox**  
*Executive Director*  
P.U.L.S.E.

**Bill Wilson**  
American Red Cross





These individuals provided the leadership and community expertise needed to make the Public Safety Strategic Area Plan a success by:

- Providing communications linkages to the organizations they worked with every day and with members of their community
- Interacting with the strategic planning team composed of

County staff and with the planning and communications consultants for the project

- Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Public Safety Strategic Area

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting public safety in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing department business plans.

# Public Safety *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

